D2L™ Brandon Hall GROUP

MAXIMIZING COACHING

As A Driver Of

BUSINESS SUCCESS

April 2018

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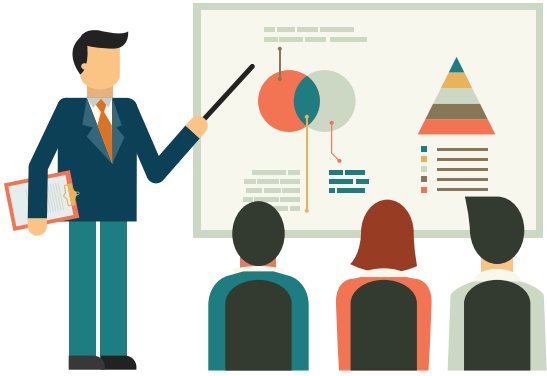
Coaching in the Workplace

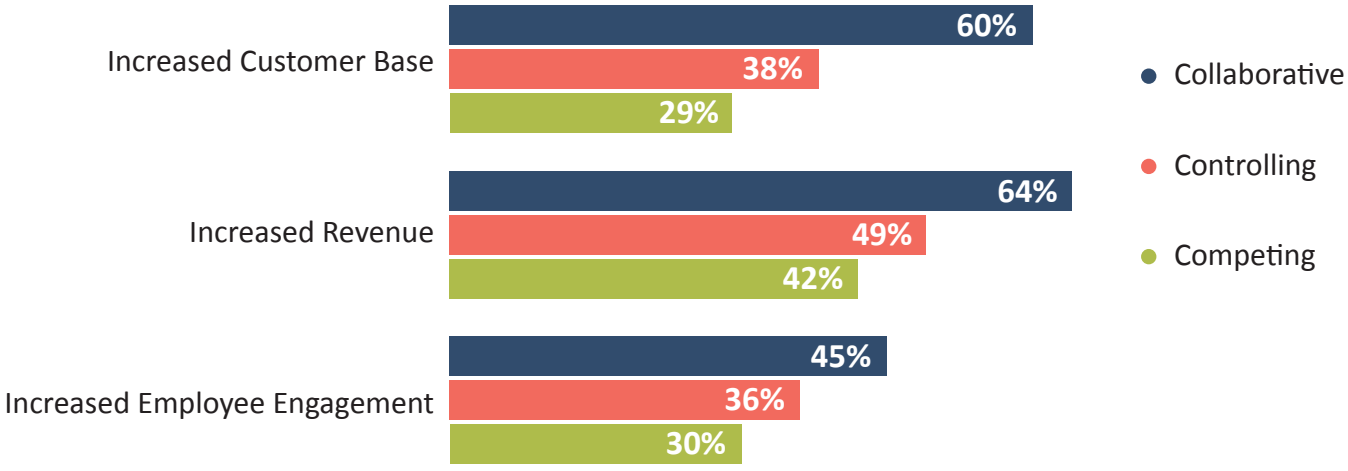


Definition

Coaching/mentoring is an interactivity between someone who has expertise and knowledge to share and employees looking to improve skills and grow in their jobs.

Coaching Culture – Where Mentoring and Coaching are Embraced by Top Leadership and Below

In today's dynamic workplace, the pace of business is fast, change is constant, performance expectations are high, and the workforce is more diverse than ever before. It is vitally important for stakeholders to share information on a regular basis and communicate and collaborate with one another. Coaching and mentoring have emerged as critical tools to improve individual and organizational performance. Organizations that have a collaborative culture, in which coaching and mentoring are valued and encouraged and practiced from the top leadership on down, get significantly better business results, according to Brandon Hall Group research. In fact, in this culture organizations are up to twice as likely to see year-over-year increases in customer base and up to 52% more likely to see increases in revenue and employee engagement than in organizations in which coaching and mentoring is not as strongly embraced or encouraged.



Source: Brandon Hall Group 2017 Performance Management Study

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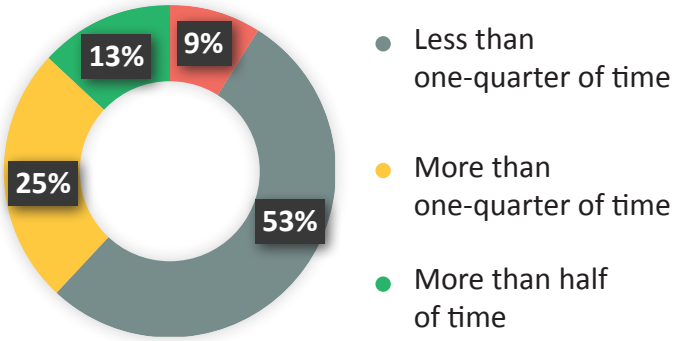
How Organizations Use Coaching/Mentoring as a Learning Modality

USE

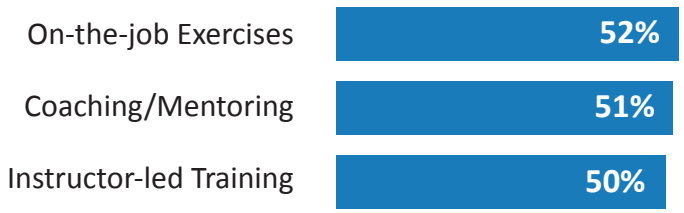


Source: 2017 Brandon Hall Group Training Benchmarking Study

Let's take Learning & Development as an example. Coaching/mentoring is considered among the most effective modalities, and 91% of organizations utilize coaching/mentoring in some way as part of their learning programs, according to Brandon Hall Group's research. Coaching and mentoring – or any type of constructive feedback – is a great way to show employees they are valued, because you are taking the time to help them improve. However, only 13% of organizations use coaching/mentoring more than half the time.

Organizations are 4 times more likely to say coaching is effective than they are to use it regularly.

EFFECTIVENESS



Source: 2017 Brandon Hall Group Training Benchmarking Study

Why is there such a wide disparity between the perceived value of coaching and mentoring and its actual consistent use? Because giving feedback can be difficult. Providing feedback is one of a manager's most important tasks, but they vary greatly in their ability to do it. With competing priorities, busy travel schedules, and pressing deadlines, finding time to offer employees guidance and encouragement can be tough. Plus, some managers often feel awkward about providing feedback. They don't know how to do it right, so they don't do it at all or leave it until an employee's annual performance review.

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Feedback *is*
HARD

Most people
ARE BAD
at giving
FEEDBACK

Coaches
need to know
how to **support**
INCREMENTAL
IMPROVEMENT

Coaches Need to Know What Good Looks Like

Feedback from others is essential for elevating employee performance in the workplace, especially when it comes to developing important soft skills like critical thinking, emotional intelligence, and adaptability. Because employees use technology so extensively in both their personal and professional lives, it is important for managers and employees to have a strong personal connection and communicate directly, intuitively and empathetically.

Many managers have not received training specifically on important soft skills, including coaching, mentoring and providing direct and in-the-moment feedback. In order to connect with employees effectively, they need to understand what is needed and what good feedback and coaching looks like.

Similarly, peer-to-peer feedback in the workplace can be difficult because many employees have difficulty soliciting a meaningful critique — especially if peers are concerned about how their feedback might be received, which could possibly damage relationships. Not only that, it's difficult for employees to know what to do with feedback when they get it if there's no clear picture provided for how to improve.

Despite these difficulties, employers still highly value the importance of developing critical soft skills. They just need an effective way to get managers and employees the help they need.

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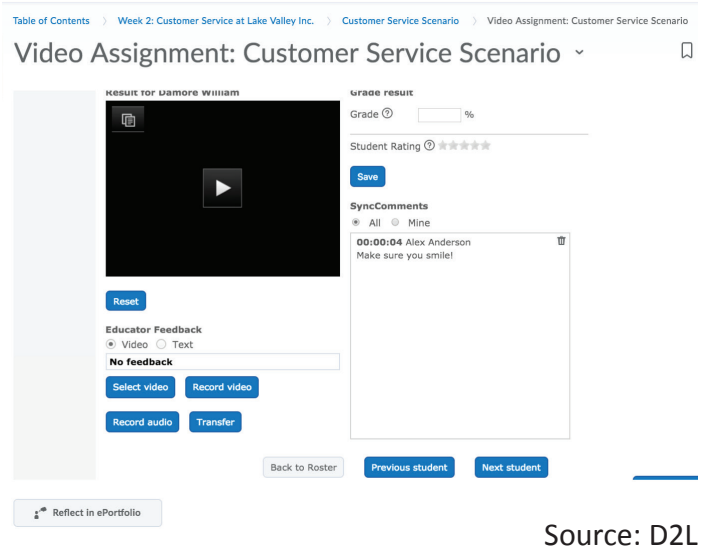
Technology Can Now Support Meaningful, Asynchronous Coaching

Social Assessment™ is a modern framework for feedback developed by D2L. It can facilitate development of coaching, feedback and other important foundational skills. Social Assessment leverages modern social learning tools to enable the regular delivery of feedback from organizational stakeholders at scale. Social Assessment isn't a comprehensive, 360-degree review that's conducted annually. It's about allowing employees to gain valuable insights into their performance on a day-to-day basis to promote iterative improvement.



Source: D2L

By leveraging key modern social learning capabilities – like video and virtual collaboration tools – Social Assessment can easily facilitate feedback from different groups within an organization, tapping into expertise from stakeholders in different business units, at all levels of the corporate hierarchy, and in locations around the world. As a feedback framework, it's especially well-suited to helping employees, especially leadership candidates, cultivate those coveted soft skills.

There are four types of Social Assessment feedback:

- **Peer-to-peer feedback.** This focuses on personal examples and appreciation for demonstration of skills — "here's something that worked for me" or "I like how you did X."
- **Expert feedback.** This is useful for focusing on specific issues and improvements to increase quality of employee performance. Experts can be experienced peers or senior leaders, or even new employees who bring a fresh skill set to the organization.
- **Manager feedback.** This is required as part of the manager/employee relationship. It typically ties directly to performance. Managers may or may not be experts in the areas for which they provide feedback to employees. Organizations should be clear and explicit about when manager feedback is being used for evaluation, or just shared in the interest of performance improvement.
- **Meta-feedback.** This is feedback on feedback, and is used to help those who are responsible for providing feedback to improve their skills. This is particularly important for leadership development.

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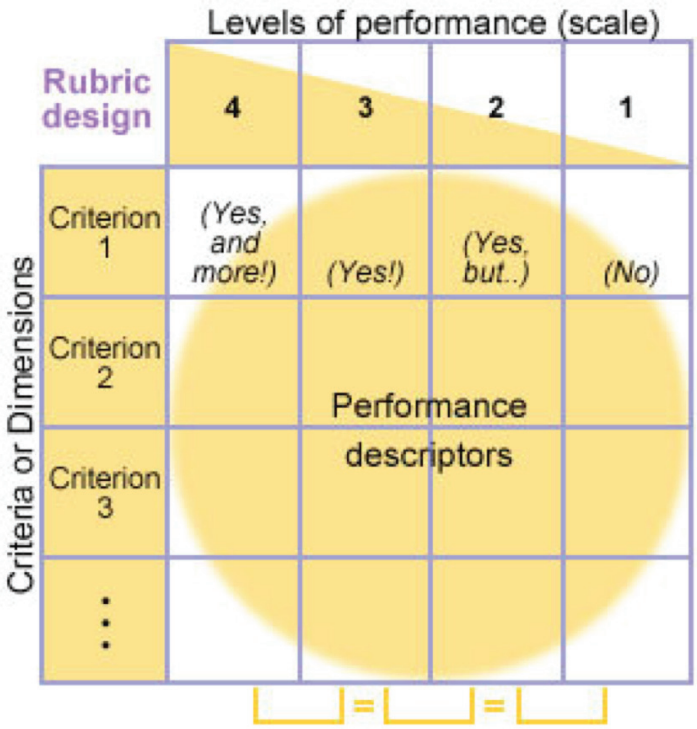
Rubrics Provide Coaches with Feedback Guardrails

Properly given, feedback can transform employees into high-performers. Improperly framed, poor feedback can undermine employee/employer relationships and actually drive people to the door.

Rubrics have long been used in the education world as an assessment instrument. They offer guidelines for scoring and assessment criteria. They can be leveraged in the corporate world as well provide structure to the Social Assessment feedback framework by ensuring a fair, consistent, and effective process of assessment. Not only should rubrics clearly set expectations around employee performance, they should also allow for assessors to collect quantifiable information that demonstrates iterative employee improvement over time.

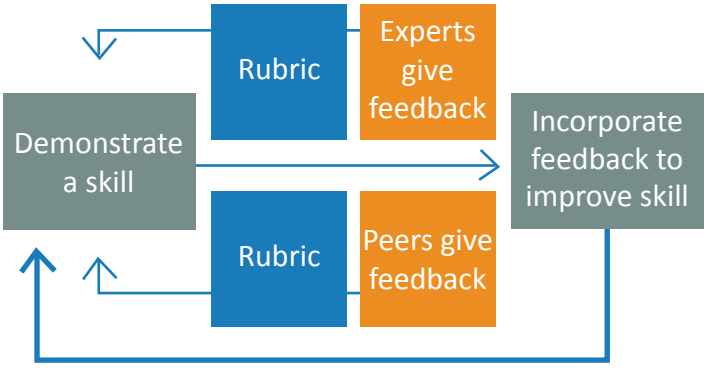
Each rubric is unique and entirely dependent on the activity, task or role being assessed, but there are some standard guidelines for creating a rubric one can follow.

- Think of a job responsibility (perhaps an essential job function) for the employee.
- List all the steps/tasks associated with that responsibility.
- Prioritize the above, from highest to lowest, based on importance.
- Decide on the type of rubric to be used:
  - Simple point addition/deduction
  - Grid system with narrative
  - More detailed with Likert-type scale
  - Much more detailed (combination of above)
- Assign point values and final point value.



Source: D2L

Rubrics for Social Assessment



Source: D2L

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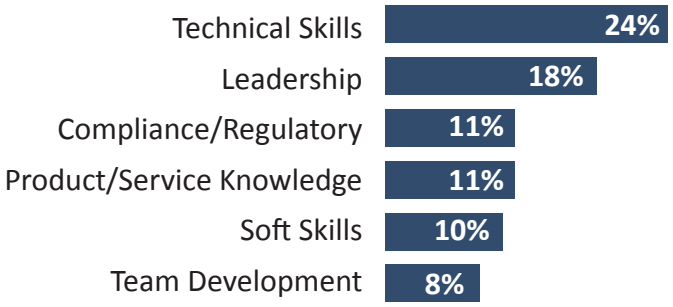
Soft Skills Training as a Percentage of the Learning Budget

As the importance of soft skills increases, organizations may want to increase spending on them, which on average now accounts for 10% of the learning budget. Social Assessment can play a significant role in soft skills training.



Source: 2017 Brandon Hall Group Training Benchmarking Study

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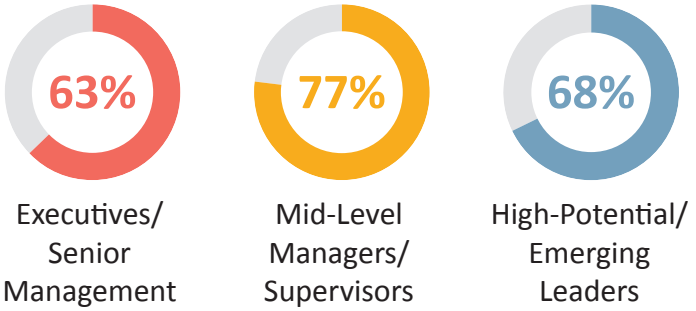

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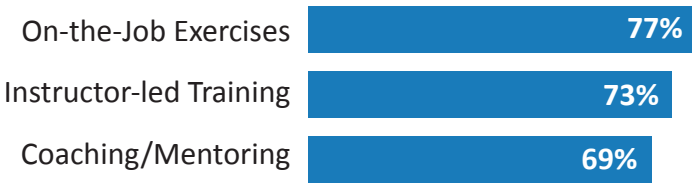
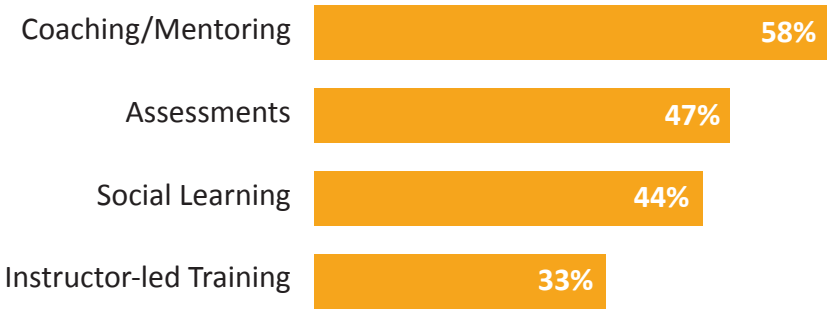


As noted earlier, these coaching, mentoring and feedback skills are particularly important for leaders. Coaching is a big part of Leadership Development – 63% to 77% of organizations utilize it in their LD programs – but it is not seen as effective as other modalities. At the same time, coaching and mentoring tops the list of future investment in leadership development. So it is important that organizations get their money's worth and make sure the coaching is effective as possible.

Plan to Increase LD Learning Approaches



Source: 2017 Brandon Hall Group Leadership Development Study

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Coaching/Mentoring During Onboarding

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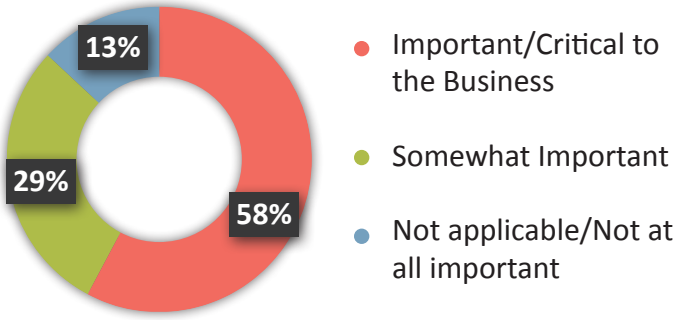

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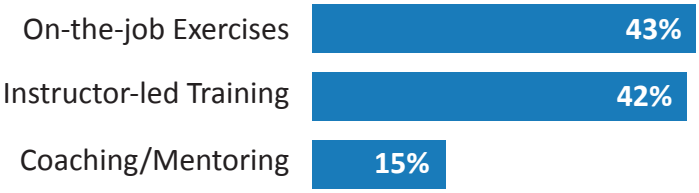


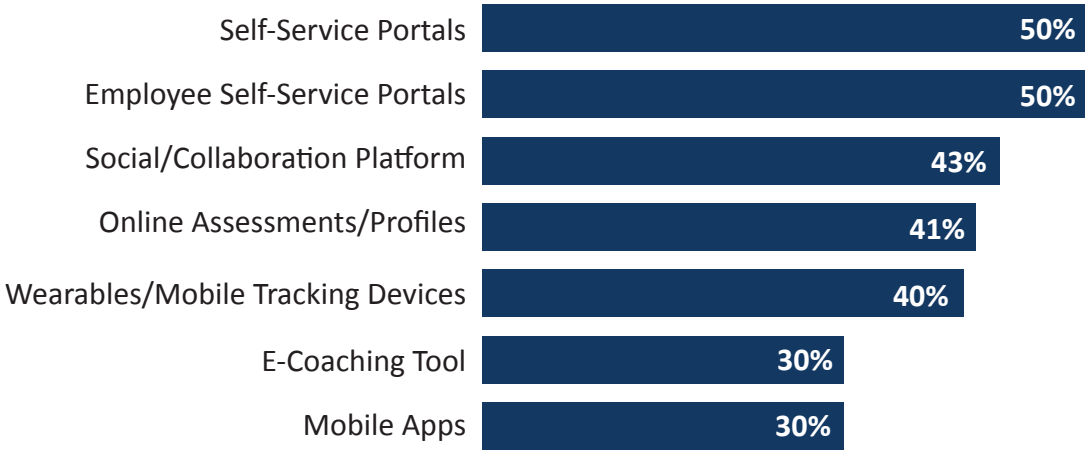
Source: 2017 Brandon Hall Group Evolution of Onboarding Study

Coaching and mentoring are beginning to be used more often in other areas besides learning, leadership development and performance management. For example, 58% of organizations think coaching/mentoring during onboarding is important or critical, but only 15% of organizations believe it is effective/very effective. Social collaboration platforms and eCoaching tools are also beginning to get some traction as organizations increase their investment in wellness/well-being program.

Overall, organizations are seeing the importance of various forms of feedback. Now the key is improving the coaching abilities of everyone in the organization. So training on coaching and feedback is critical, and Social Assessments can play a significant role.

Coaching/Mentoring in Wellness/ Well-Being Programs

Tools, Systems, Technology Used to Support Wellness/Well-being Programs



Source: 2018 Brandon Hall Group Wellness/Well-Being Study

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Examples of the Impact of Coaching

Coaching as a Driver of Culture Change

Here are some examples of how some companies used coaching, feedback and technology to drive business results in their organizations.

Fidelity Investments set a goal to improve learner engagement to reduce attrition. The company redesigned the classroom (from physical to virtual), redesigned content (from lecture to self-led), and used D2L's Brightspace technology to provide a personal classroom experience. The results:

- New-hire training was reduced from 15 weeks of instructor-led training to self-led collaborative learning.
- Fidelity was able to onboard 5,000 employees in six months, and that will grow to 15,000 learners over the next few months.

TELUS, the Canadian telecommunications company, recognized the need to evolve supervisors and managers to coaches who use conversations to transform and inspire their teams. The result was the Customer Solutions Delivery Coaching Excellence Program. It started with pre-training activities featuring a change management plan to transition individuals and teams into a coaching culture.

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Leveraging Technology for Coaching

Aristrocrat Technologies' technicians install and repair the company's manufactured slot machines and LCD signs across North America and the Caribbean. Installation and repair require hardware, networking, and safety skills, with the focus on safety. The Australia-based company's Learning Solutions Team required a way to reinforce safety training and opted for a SMS-based coaching platform. Using previously delivered multimedia content, the campaign was developed into one-year safety coaching and reinforcement campaign using Mobile Coach. The "coach," armed with a sense of humor, texted bi-weekly, with tips and questions that tested understanding, feedback on best methods, and focused on pertinent safety topics.

Self-Directed Coaching at Sodexo

Employees use mentoring software to initiate 1:1 partnerships and virtual communities. Currently, 5,000 managers enjoy the rich resources and flexibility the technology provides to build relationships across the United States and Canada.

This technology-assisted mentoring and coaching serves two needs simultaneously: giving the employees the sense of control over their destiny that they crave, and helping employees regardless of their physical location (a must in today's global business climate).

- **Sodexo calculated a 2:1 cost to savings ratio**
- **Sodexo saw a 5% increase in the promotion rates for minorities, a notoriously difficult statistic to influence but one that is a key indicator for true inclusion.**

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Authors and Contributors

Koreen Pagano, Product Management Director, Corporate, for D2L, co-wrote this eBook. Koreen is passionate about technology for organizational learning, with an emphasis on performance improvement and behavior change. Her roots are in education, having received her MS in Curriculum and Instruction from Penn State University. An internationally recognized writer, speaker and organizational consultant, Koreen helps organizations drive meaningful change through learning.

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About D2L

At D2L, we're passionate about helping people become better at what they do and transforming how the world learns. With over 18 years of experience in education, we elevate corporate learning through our award-winning learning platform. We can help you upgrade corporate learning programs, improve employee performance and achieve better business outcomes.

We Know Learning

We elevate corporate learning through our award-winning learning platform. We upgrade your corporate learning programs, improve employee performance and achieve better business outcomes:

- **Curate Learning**
  Improve employee performance by empowering employees to access the knowledge they need when they need it.
- **Harness Your SMEs**
  Leverage our easy-to-use content creation tools to capture knowledge and transfer expertise across your organization.
- **Engage with Video**
  Use video in a meaningful way – take advantage of our Social Assessment™ tools to add video interactions and engage employees with regular feedback.

Future Proof Your Workforce

UPGRADE LEADERSHIP DEVELOPMENT
Leadership is top of mind for most organizations — now is the time to invest in training the future leaders of your company. Use situational learning and Social Assessment to let new managers exercise their leadership skills.

UPGRADE TECHNICAL SKILLS
In today's digital age, everyone needs to be a technical employee. Deploy off-the-shelf technical training, while turning your employees into agile and innovative technical subject matter experts.

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Your customers and employees are the lifeblood of your company. Improve their performance with just-in-time micro-learning, like customer scenario videos and short quizzes for training and assessment.

Find out how we can help you build a modern learning culture that addresses your unique workforce challenges at **www.d2l.com/enterprise.**

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About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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Our Services

GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.

PLAN ATTRACT DEVELOP PERFORM RETAIN OPTIMIZE

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Our Services (Continued)

GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

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- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management

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- Program Design & Deployment
- Technology Selection, Management & Integration
- Organizational Structure
- Measurement & Analytics
- Change Management
- Budgeting & Forecasting

Membership Offers Tailored Support

At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient. Membership also provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

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